



COUNTRY: KENYA

PROJECT: KENYA DIGITAL ECONOMY ACCELERATION PROJECT (KDEAP)

**IMPLEMENTING AGENCY: INFORMATION AND COMMUNICATIONS TECHNOLOGY
AUTHORITY (ICTA)**

PROJECT ID: P170941; CREDIT NUMBERS 7289-KE AND 7290-KE

TERMS OF REFERENCE FOR:

**REQUEST FOR EXPRESSION OF INTEREST FOR DEVELOPMENT & IMPLEMENTATION
OF A BALANCED SCORECARD SYSTEM & CHANGE MANAGEMENT STRATEGY**

CONTRACT NO: KE-ICTA-458656-CS-CQS

ISSUE DATE: 4TH FEBRUARY 2025

CLOSING DATE: 19TH FEBRUARY 2025 AT 1000 HOURS EAT

Client:

The Chief Executive Officer,

ICT Authority

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PO Box 27150 - 00100 Nairobi Kenya

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Email: procurement@ict.go.ke , info@icta.go.ke

Website: www.icta.go.ke

1. Background

The Government of the Republic of Kenya (GoK) has received credit financing in the amount equivalent to US\$390 million from the World Bank towards the cost of the first phase of the Kenya Digital Economy Acceleration Project (hereafter referred to as the “Project”). The Project is designed to enhance the country's digital infrastructure and services, improve digital skills and access to markets, and build capacity within government institutions for efficient project management and emergency response. The Project components include:

- **1.1 Component 1: Digital Infrastructure and Services**-The aim of this component is to increase access to high-speed internet for individuals, industry, and government—the ‘foundation of the foundations’ of a digital economy and strengthen Kenya’s role as regional digital leader—while leveraging investments from the private sector
- **1.2 Component 2. Digital Government and Services**- This component will invest in the foundational digital services, platforms, architectures, and policies needed to transform the way the Government communicates and conducts its internal operations.
- **1.3 Component 3. Digital Skills and Markets**- This component aims to equip young Kenyans with digital skills, strengthen their abilities to access, and compete in domestic and regional markets, to study mechanisms of improving access to affordable devices and to enhance the enabling environment for e-commerce to support Kenya’s role as a regional digital hub.
- **1.4 Component 4. Project Management**- This component supports project implementation and coordination, led by the Project Implementation Unit (PIU) within ICT Authority (ICTA) and capacity building.
- **1.5 Component 5: Contingent Emergency Response Components**-This component will be activated in the event of an emergency.

The GoK intends to apply a portion of the proceeds of the Credit to implement a Balanced Score Card (BSC) System and develop a Change Management Strategy at the Information and Communications Technology Authority (ICTA). For this study, the Balanced Score Card (BSC) is defined as “a strategic planning and management system that organizations use to: communicate what they are trying to accomplish, align the day-to-day work that everyone is doing with strategy, prioritize projects, products, and services, and measure and monitor progress towards strategic targets” (Kaplan & Norton, 1996).

The implementation of the BSC System will enable ICTA to:

- **Identify Key Result Areas (KRAs):** Continuously pinpoint the essential areas that drive the Authority’s success.
- **Set Realistic Performance Standards:** Establish achievable and measurable standards that align with the Authority’s strategic objectives.
- **Monitor Progress:** Regularly track performance against the set standards to ensure alignment with strategic goals.
- **Evaluate Outcomes:** Assess the effectiveness of strategies and initiatives in achieving desired outcomes, ensuring accountability and continuous improvement.

This BSC System will be aligned with the Government of Kenya's Performance Contracting framework, enhancing ICTA's ability to meet its strategic objectives and improve overall organizational performance.

The change management strategy will also facilitate a shift in employee attitudes and behaviors, ensuring that all staff members are aligned with ICTA's strategic direction and committed to successfully operationalizing the BSC System.

2. Objective(s) of the Assignment

The overall objective of this assignment is to design, develop, and implement a Balanced Score Card (BSC) System and a Change Management Strategy for the Information and Communications Technology Authority (ICTA).

The specific objectives of this assignment are to:

- Develop Corporate, Departmental, and Individual Scorecards for the Authority.
- Build a high-performance culture in ICTA through the operationalization of the BSC Model.
- Ensure strategic awareness and organizational and personal alignment with the Authority's strategic direction.
- Ensure that key priority areas of focus for ICTA are aligned to the BSC Corporate Score Card and that performance is monitored and evaluated appropriately.
- Ensure a clear link between the Authority's strategy and its performance metrics.
- Direct and link performance to the Authority's reward strategy and practices.

3. Scope of Services and Specific Tasks of the Assignment

3.1. General

The scope of this consulting services covers the design, development, and implementation of a Balanced Score Card (BSC) System and a Change Management Strategy across the corporate, departmental, and individual organizational levels within ICTA. The consulting firm will ensure that the BSC system aligns with ICTA's strategic objectives and integrates with existing frameworks, such as the Government of Kenya's Performance Contracting system, and the improvement of effectiveness measures proposed in the 3rd Wage conference in 2024.

3.2. Specific Tasks

The consulting firm will undertake the following specific tasks:

- Develop a change management model that will support the implementation of the Balanced Score Card.
- Develop a comprehensive change management plan that includes communication, training, and engagement strategies.
- Prepare a communications strategy to communicate the performance metrics to all ICTA staff.
- Conduct a comprehensive assessment of current performance management, systems, processes and structures within ICTA.
- Conduct a gap analysis to identify areas requiring alignment with BSC principles

- Develop and implement a comprehensive Balanced Scorecard (BSC) framework and roadmap to identify ICTA's key priority areas and ensure effective monitoring, evaluation and reporting of performance.
- Integrate the balanced scorecard into the Authority's currently operational Enterprise Resource Planning.
- Propose strategies to align the ICTA's reward system with business performance and implement a bonus-based system.
- Identify potential impact of the BSC implementation on individuals, teams, and processes.
- Identify and prepare change champions to drive BSC initiative across ICTA.
- Propose strategies to address and manage resistance to change through targeted interventions and support mechanisms.
- Support the implementation phase of up to 12 months.

3.3. Training Component

Training is a key component of this assignment. The consultancy firm will be required to:

- Train all ICTA staff on the Balanced Scorecard (BSC) system, focusing on its components, significance, and practical application in their daily responsibilities.
- Train all ICTA staff on the principles of setting SMART targets and equip them with the skills to apply these principles effectively in their roles.
- Provide targeted training for managers and department heads on how to effectively manage, monitor, and report on performance using the BSC system.
- Train all staff on transformative change, emphasizing its role in enhancing performance management as a means to improve ICTA's service delivery to key stakeholders.
- Train all staff on organization culture to ensure that BSC and change management practices are institutionalized into ICTA's culture

4. Duration and Location of the Assignment

The assignment will be an overall period of twelve (12) calendar months from the contract commencement date. The assignment will be implemented primarily at ICTA headquarters in Nairobi, Kenya.

5. Reporting requirements and timelines for deliverables

The consulting firm shall submit the following reports as shown in Table 1

Table 1: Reporting requirements and timelines for deliverables/reports

No	Outputs/Deliverables	Outputs/Deliverables Description	Timeline for submission of output from date of commencement of the Assignment	Format and Number of Report(s)
1	Inception Report	A detailed work plan,	1 month	6 hard copies, 2 digital

		methodology, and project timeline, outlining how the assignment will be carried out.		copies (PDF and Word)
2	First Progress Report	Regular updates on the project's progress, including milestones achieved, challenges encountered, and any deviations from the initial work plan.	4 months	6 hard copies, 2 digital copies (PDF and Word)
3	Second Progress Report	Regular updates on the project's progress, including milestones achieved, challenges encountered, resolutions recommended, and any deviations from the initial work plan.	7 months	6 hard copies, 2 digital copies (PDF and Word)
4	Interim Report	A comprehensive report on BSC and Change Management Strategy implementation, including preliminary results and analysis.	10 months	6 hard copies, 2 digital copies (PDF and Word)
5	Final Report	Complete evaluation of the BSC implementation, including lessons learned, recommendations for future improvements, and overall project outcomes.	12 months (end of assignment)	6 hard copies, 2 digital copies (PDF and Word)

All draft and final reports (1 original hard copy and 1 hard copy and a digital copy) shall be submitted in the prescribed format to:

The Chief Executive Officer,
ICT Authority
Telposta Towers 12th Floor, Kenyatta Ave
PO Box 27150 – 00100
Nairobi Kenya
Tel: +254 20 2089061/ 2211960 Fax: +254 20 2211960
Email: procurement@ict.go.ke , info@icta.go.ke
Website: www.icta.go.ke

Attention:
The Project Coordinator
KDEAP

Upon submission of every report, the consulting firm is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meeting.

6. Payment Schedule

The proposed payment schedules based on satisfactory performance of the contract which will be negotiated with the successful consulting firm will be as presented in Table 2 below.

No	Deliverables	Timelines after Contract Commencement	Percentage of the Contract Amount
1	Submission and Acceptance of Inception report & slide deck	1 month	20%
2	Submission and acceptance of First Progress Report	4 Months	10%
3	Submission and acceptance of Second Progress Report	7 Months	15%
4	Submission and acceptance of Interim Report	10 months	20%
5	Submission and Acceptance of Final Report and a Slide Deck	12 months	35%

Upon submission of every report, the consulting firm is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meeting.

7. Minimum Requirements for Consultant's Qualifications and Experience

The shortlisting criteria for the consulting firm will involve the following:

a) Core Business and Years in Business:

The firm must be registered/incorporated as a consulting firm with core business in the field of development and implementation of Balanced Score Card (BSC) systems, change management, performance management systems, or related field for a minimum of ten (10) years.

b) Relevant Experience:

The firm shall demonstrate as having successfully executed and completed at least three (3) assignments projects of similar nature both in scope and complexity in a similar operating environment in the last five (5) years. Details of these assignments, including client names and addresses, scope, contract value, contract duration and year/period of assignment, must be provided.

c) Technical and Managerial Capability of the Firm:

The firm shall demonstrate as having the requisite technical capacity including relevant equipment, tools, software etc. and managerial capacity to undertake the assignment in the submitted company profile(s).

8. Team Composition and Minimum Qualification and Experience Requirements for Key Experts

The consulting firm must provide a multidisciplinary team of qualified experts to carry out the assignment. The key experts shall personally carry out (with any assistance of other staff deemed appropriate) the services as described in this TOR. The team should consist of, at a minimum, the following key experts with the qualifications and experience detailed below:

Table 3: Team composition and minimum qualification and experience requirements for key experts

No	Qualifications and Experience of Key Staff for the Assignment
1.	<p>Lead Consultant (Management Consultant) (1)</p> <p>Qualification A minimum of Masters degree in Strategic Management, Business Administration, Human Resources Management, or related field.</p> <p>General Experience: At least twenty (20) years of experience in management consulting or in a large organization in Human Resources Management or Corporate Performance Management.</p> <p>Specific Experience: Experience in leading the development and implementation of Balanced Score Card systems. Handled at least three (3) similar assignments in the last three (3) years.</p> <p>Professional Membership/Accreditation: Relevant professional membership or accreditation in management consulting or related fields.</p>
2.	<p>Corporate Performance Management Expert (1)</p> <p>Qualification : A minimum of Masters degree in Business Administration, Strategic Management, or related field.</p> <p>General Experience: At least ten (10) years of experience in corporate performance management consulting or in a large organization in Corporate Performance Management.</p> <p>Specific Experience: Experience in designing and implementing performance management frameworks. Handled at least three (3) similar assignments in the last five (5) years.</p> <p>Professional Membership/Accreditation: Relevant professional membership or accreditation in performance management or related fields.</p>

3.	<p>Change Management Expert (1)</p> <p>Qualification: : A minimum of Masters degree in Organizational Development, Change Management, Business Administration, or related field.</p> <p>General Experience: At least ten (10) years of experience in change management consulting or in a large organization in Change Management.</p> <p>Specific Experience: Experience in developing and implementing change management strategies. Handled at least three (3) successful and similar assignments in the last five (5) years, with at least two (2) comparable to ICTA.</p> <p>Professional Membership/Accreditation: Relevant professional membership or accreditation in change management or related fields.</p>
4.	<p>Technology Specialist (ICT Management) (1)</p> <p>Qualification: A minimum of Masters degree in Information Technology, Computer Science, Information Systems, or related field.</p> <p>General Experience: At least ten (10) years of experience in ICT management consulting or in a large organization in ICT Management.</p> <p>Specific Experience: Involved in the automation of performance management or HR management systems. Participated in over five (5) similar assignments in the last five (5) years.</p> <p>Professional Membership/Accreditation: Relevant professional membership or accreditation in ICT management or related fields.</p>

9. Estimated Time-Inputs for Key Experts

The number of key experts and the estimated time input for each key expert for the assignment are presented in Table 4.

Table 4: Key Expert Estimated Time Input

No	Key and Support Staff	Number of Experts	Estimated Time Input in Months
1	Lead Consultant (Management Consultant)	1	12
2	Corporate Performance and Strategy Management Expert	1	12
3	Change Management Expert	1	12
4	Technology Specialist (ICT Management)	1	12

	Total	4	48
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10. Management and accountability of the assignment

The Client will be represented by the Chief Executive Officer (CEO). The Project Coordinator will be the Consultants’ supervisor and shall be responsible for coordination of activities of the consultant. On a day-to-day work basis, the consultant shall work and report to the Project Coordinator

11. Obligations of the Client

The consulting firm will be contracted by the Information and Communications Technology Authority (ICTA). The firm must ensure that the tasks identified in the scope of work are performed in a result-oriented manner, with the primary objective of achieving the expected outputs and outcomes of the assignment. The firm is encouraged to utilize local expertise wherever possible.

ICTA shall provide the following support to the best of its ability:

- a) Available Data, Studies, and Literature: ICTA will provide access to any existing data, reports, and relevant documentation that are essential for accomplishing the identified tasks.
- b) Access to Key Officials and Stakeholders: ICTA will facilitate access to key officials within relevant government ministries and departments, and other relevant entities, including stakeholders in the telecommunications and ICT sectors, as needed for the completion of the assignment.
- c) Stakeholder Engagement: ICTA will assist in convening key stakeholders and ensure cooperation with the Government of Kenya and other relevant organizations whose activities are pertinent to the project, to provide the consultant with the necessary information and support to complete the assignment.
- d) Timely Feedback: ICTA will review and provide timely feedback on all deliverables and reports submitted by the consultant, ensuring that any revisions or clarifications are communicated promptly.

12. Obligations of the Consulting firm

The consulting firm is responsible for ensuring that all tasks identified in the scope of work are completed in a result-oriented manner, with the sole objective of achieving the outputs and outcomes expected from the assignment. The firm is encouraged to leverage local expertise where appropriate and ensure that project activities are aligned with ICTA’s strategic goals.

Key responsibilities include:

- a) Provision of Necessary Resources: The consulting firm will be responsible for providing all necessary resources to carry out the assignment, including but not limited to:
 - o International travel (if required)
 - o Project transportation for site visits or meetings
 - o Subsistence allowances and accommodation
 - o Information technology (hardware/software)

- Means of communication
 - Reporting materials and tools
 - Insurance, and any other resources required for the successful execution of the assignment
- b) **Consistency with Professional and Legal Standards:** The consultant is expected to perform all activities and produce outputs that are in line with professional standards and legal requirements. All deliverables must meet the expectations outlined in the Terms of Reference.
- c) **Modern Techniques and Technology:** The consultant must use modern techniques and technologies to ensure efficient and accurate data collection, analysis, and reporting.
- d) **Consultative Process:** The consultant is required to follow a consultative process for the generation of data and other outputs, ensuring that the project maintains authenticity and ownership among stakeholders. Stakeholder engagement should be prioritized to validate findings and gain buy-in for the Balanced Score Card system and Change Management Strategy.
- e) **Timely Communication:** The consultant will maintain regular communication with ICTA throughout the project and notify them promptly of any delays, challenges, or significant changes to the work plan.

13. Propriety rights of Client in report and records

All the reports, data, and information developed, collected, or obtained during the performance of the contract from the client or other Institutions shall belong to the Client. No use shall be made of them without prior written authorization from the Client.

At the end of the Services, the Consultant shall relinquish all data, manuals, reports and information (including the database, codes, and related documentation) to the Client and shall make no use of them in any other assignment without prior written authority from the Client.